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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF VIETNAM

IPF:(1992-96) $100 402 000
(VIE/92/002) - Support to the Public Administration Reform Programme

Date of approval by the AC:[1]	19 May 1993	
Expected duration:	Three years	
Lead Government Authority:	Office of the Government (OOG)	
Proposed executing agency:	Government	
Government implementing agencies:	Government Committee for Organization & Personnel (GCOP) National Institute of Public Administration (NIPA)	
Total programme budget:	$14 500 000	Source of funds: Bilateral and Multilateral Donors
Proposed UNDP contribution:	$1 200 000	Source of funds: SPR/MDP
	$1 730 000	Source of funds: IPF
Total UNDP budget:	$2 930 000	
Administrative and Operational Support Services (AOS):	$ 240 300	Agency: UNDP/OPS

Project background

Since 1986, the Government of Vietnam (GOV) has implemented several major policy changes both in the move toward a market economy and toward increasing effectiveness of the public sector. These changes have placed considerable new pressures on its public administration which at present is neither efficient nor cost-effective, resulting in bottlenecks and delays in the implementation of economic and public-sector reforms. The Government of Vietnam is organized on central, provincial, district and commune levels with peoples' committees (executive bodies) and peoples' councils (local assemblies) at every level. These structures were set up to service a central command economy and require major reform and structural changes in order to effectively service the demands of an open, market-based economy poised for rapid growth.

In view of the necessity and demand for reform of the public administration and as a logical next step in obtaining external assistance, the Government requested UNDP assistance in formulating its programme for Public Administration Reform (PPAR). The GOV also requested UNDP to provide leadership in mobilizing resources for the programme. This request for assistance is primarily based on: (1) UNDP's neutrality in providing policy advice; (2) UNDP's mandate and track record in coordinating and mobilizing funds for Vietnam, and (3) a natural continuation of very successful UNDP assistance in the area of economic reform including the first phase MDP programme (VIE/88/543) focusing on economic management which generated substantial donor interest and co-financing.

GOVERNMENT PUBLICATIONS

[1] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

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The Programme Approach has been chosen as the most effective way of meeting the many related and fundamental problems of public administration reform. The Programme will be carefully coordinated with related components funded by both UNDP and other donors.

The financing strategy for the programme is that UNDP will provide seed/catalytic funds for start up and that other donors will provide the majority of resources required for the operational aspects of the programme. Already, strong interest has been shown by, inter alia, the Governments of Canada, France, Singapore and Sweden. France has taken an active role in assisting the preparatory stage by funding one of the mission members and is expected to be a large contributor in the implementation stage.

Description of project

The strategic objectives of the Programme are to: (a) assist in the development of a comprehensive and coherent strategy for long-term improvement of the public administration system; (b) build up national capacity, both institutional and human, for implementation of the PPAR; and (c) undertake short term activities of high urgency, including the launching of administrative improvement pilot activities in selected ministries and institutions at all levels.

The programme will be implemented in two phases. In the first phase (approximately 8 months) the PPAR will be comprehensively developed and full details of component areas will be outlined; studies detailing the current status of public administration and requirements for reform will be undertaken; study tours, through which high level decision-makers will gain insights to the policies, structures and procedures of other countries, and seminars on specific issues will also be conducted; a Steering Committee supported by a Secretariat will be established to ensure programme coordination and to oversee implementation of the overall programme. Upon completion of Phase I, the Government's programme document will be substantively updated and outputs and activities of component areas will be detailed. Under Phase II, the full programme is expected to cover the areas of: (1) improved policy analysis and legal framework for design and implementation of reform, including the formulation of administrative laws, regulations, procedures, and the establishment of tribunals; (2) clarification of the responsibilities of the Executive, especially in relation to the Legislative and Judiciary and between central and local administrations; (3) institutional capacity to increase the effectiveness and efficiency of Government, including establishment of a central management unit and strengthening organization and procedures of select pilot ministries and local institutions; (4) institutional capacity to recruit, deploy, evaluate, promote, reward and discipline personnel in the public service, specifically to enhance the career system, while at the same time addressing issues of sluggishness in the personnel system; (5) capacity to conduct research and design and deliver training activities to public officials; and (6) institutional capacity for budgeting, revenue collection, accounting and auditing standards and procedures of the central public administration, including the establishment of an Auditor-General's Office.

UNDP will provide the majority of inputs for Phase I and will also assist the start up of each of the six component areas of the programme, thus providing the key requirements necessary to enable the Government to start the reform process. As noted above, several other donors are seriously interested in co-financing the programme, thus enabling the Government to accelerate and continue the reform process in a more comprehensive and in-depth manner.

Inputs

UNDP will provide 31 work-months for a resident coordinator, eight work-months for a Sr. policy advisor; 39.5 work-months of short and longer-term consultancies covering the six immediate objectives of the programme; 65 fellowships, six study-tours, and basic equipment.

Financial data

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Personnel	1 400 000
Subcontract	30 000
Training	1 130 000
Equipment	280 000
Miscellaneous	90 000
Total	2 930 000

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